

A Work Project, presented as part of the requirements for the Award of an International Master Degree in
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Why hasn't Dove Men+Care been able to grow into a leading male brand in Portugal and how to achieve this goal?

A deep dive into the Brand's Positioning

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Abstract

Dove Men+Care belongs to a low-involvement category in the Portuguese market: Deodorants and Shower Products for Men, making crucial for the brands that operate within this category to be highly differentiable so that the consumer builds a preference for a specific brand. Currently, Dove Men+Care is facing some difficulties in surpassing its main competitors' market share in the Portuguese market. Thus, this work project's purpose is to understand why the brand hasn't been able to grow into a leading male brand and how to achieve this goal through its care DNA. Through observation and qualitative methods, research indicated that Dove Men+Care demonstrates low loyalty levels and is mostly purchased in promotion because 1) it is not perceived as a masculine brand, 2) the current concept of the brand is not understood by the Portuguese consumers, 3) its main competitors convey a more appealing positioning. Not being the current brand positioning effective, we suggest to migrate the positioning from emotional caring to functional caring.

Keywords: Dove Men+Care; Dove; Unilever; Brand Positioning; Brand Management; Men's Grooming

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A. INTRODUCTION

Dove Men+Care is a men's grooming brand from Dove that was launched in Portugal in 2010. Currently, the brand operates within two product categories: deodorants and shower products (shower gels and shower foams) and conveys to consumers the identity of a caring brand that is designed for caring men. However, since its launch, Dove Men+Care's hasn't been able to surpass its main competitors' market share and become the leading male brand in the Portuguese market, even though it has been in the market for a shorter time than them. A study of the brand Dove Men+Care within the Course of Brand Management conducted by Nova School of Business and Economics' students has pointed out that the concept of emotional caring isn't probably attracting the Portuguese men due to their cultural identity. Therefore, the objective of this research is to address "Why hasn't Dove Men+Care been able to grow into a leading male brand and how to achieve this goal?" through a recommended brand positioning to Unilever Portugal that takes into account the research insights and, at the same time, is aligned with the current brand identity of Dove Men+Care.

B. CONTEXTUAL BACKGROUND

Taking into account the Work Project's objective, in this section we present 1) the International Brand Dove Men+Care, 2) the Categories of Male Deodorants and Shower Products in Portugal, 3) Dove Men+Care's Positioning in Portugal, 4) Insights for Dove Men+Care from the study conducted by the Brand Management students and finally, we review the literature on 5) Consumer Decision Journey

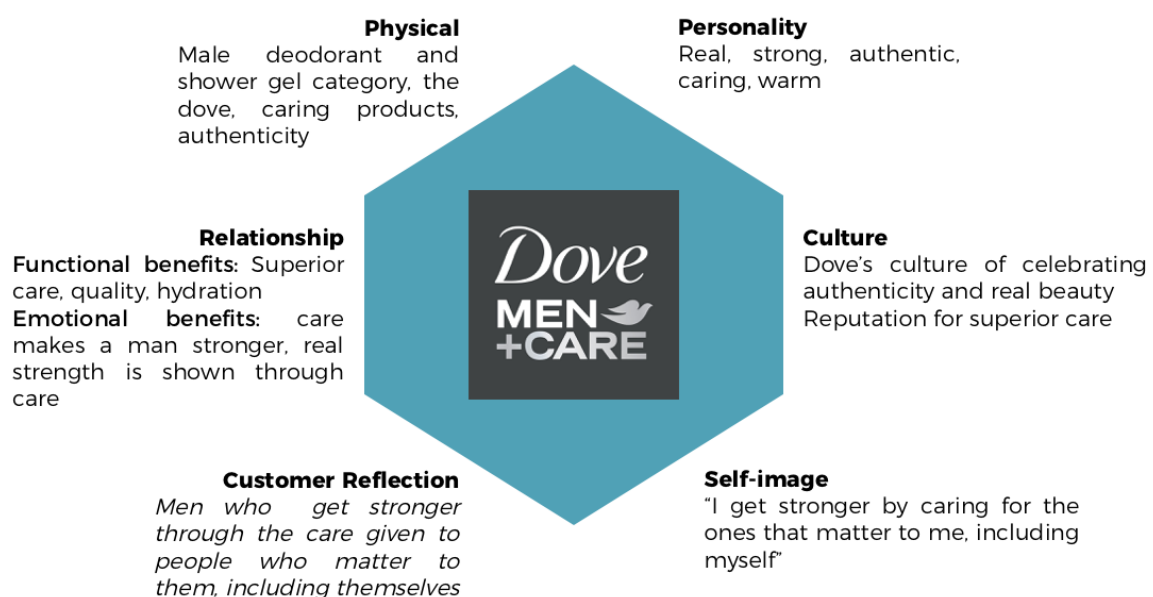
1. International Brand Dove Men+Care

Dove Men+Care is a men's grooming brand launched in 2010 by Dove that belongs to one of the biggest FMCG's company, Unilever. Dove Men+Care celebrates a definition of male strength, in which the care and well-being of the body are the center of everything. In fact,

Dove Men+Care states that “Real strength is shown through the care you give to the people that matter – and that includes you” (Dove Men+Care’s Portugal Website, 2018).

Brand identity refers to specifying the brands’ meaning, aim and self-image. In other words, it constitutes what brand managers would like the brand to be, what the brand stands for and what makes it unique (Kapferer, 2012). We present below on Figure 1 the current Brand Identity of Dove Men+Care using the Kapferer’s model.

Figure 1: Dove Men+Care’s Brand Identity Prism



Source: Author, based on study conducted by Brand Management students
(Please see Appendix 1 for further information on the Kapferer Model)

Dove Men+Care is endorsed by Dove, a successful brand that covers not only deodorants but also skin and hair care products. Nowadays, the brand is present in the women’s (Dove), men’s (Dove Men+Care) and baby’s (Dove Baby) markets, manufacturing in more than 21 countries around the globe and selling in over 80 countries worldwide. As a vision, Dove wants women and girls to face beauty as a source of confidence, not anxiety. Therefore, the brand has been developing efforts to help the next women generation to develop a positive relationship with their body, enhancing their self-confidence. In fact, with its successful campaign “Real Beauty”, Dove has conquered the loyalty of many women through the

innovative play of showcasing photos and videos of “real women” in place of professional models.

Unilever is one of the biggest consumer goods company in the world that offers products that include food and beverages, home cleaning and personal care products, having more than 400 brands sold in 190 countries. Within the men’s grooming category, Unilever endorses several brands, such as Dove Men+Care, Axe, Rexona Men and Vaseline for Men.

2. Male Deodorants and Shower Products Categories in Portugal

In order to understand better the consumer trends, the market and the competitive environment, we collected data from Euromonitor 2018 regarding the three different categories where Dove Men+Care operates: Men’s Grooming in Portugal (that includes men’s toiletries, fragrances and shaving); Deodorants in Portugal; and Bath and Shower in Portugal.

2.1. Men’s Grooming in Portugal

Concerning the sales value of the men’s grooming category in Portugal, it has reached EUR 237 million in 2017, with a growth value of 2% (see Appendix 2). In 2022, men’s grooming is predicted to register a sales value of EUR 277 million, not only due to the rise in the employment rate and the disposable income, but also because there seems to be an increasing knowledge about beauty and personal care products around young Portuguese men (Euromonitor, 2018).

In fact, men are becoming more interested and willing to buy skin care products that are made specifically for them as they are increasingly paying more attention to their appearance, resulting in a boost on the growth of male-specific skin care and hair care products in Portugal (Euromonitor, 2018). Regarding the sales in Portugal of the categories Dove Men+Care operates within Men’s Grooming, there were registered the value of EUR 4.7 million and EUR 23.7 million in the categories of Men’s Bath and Shower and Men’s Deodorants, respectively, in 2017 (Euromonitor, 2018).

While analysing the Men's Grooming category market shares (see Appendix 3), Dove Men+Care has only a share of 0.4%, competing with giants such as Gillette Mach3 (8.8%). This residual share has, in part, to do with the fact that the men's grooming categories include men's shaving, with a category value of EUR 98.9 million, men's fragrances, with EUR 90.6 million and men's toiletries, with EUR 47.2 million (see Appendix 4) (Euromonitor, 2018). Therefore, as Dove Men+Care's is mainly present in the Men's toiletries category, it is not relevant to compare its market share with brands that encompass more categories.

2.2. Bath and Shower in Portugal

Regarding the Bath and Shower category in Portugal, sales reached EUR 158 million in 2017, with a growth value of 3%. In 2022, it is predicted for the category to reach a sales value of EUR 191 million due to the increasingly positive economic environment (see Appendix 5). In fact, even though price will continue a key purchase driver, consumers are expected to increase their interest in more sophisticated products. Furthermore, the frequency of promotions in these products is expected to decrease over the forecast period (Euromonitor, 2018).

In 2017, the main product attributes that attracted customers were, besides fragrance, skin hydration and nourishment. In addition, even though it is still a residual segment in Portugal, the "free-from" products are gaining popularity among customers.

If analysing the category of bath and shower in Portugal as a whole (see Appendix 6), Dove Men+Care presents a market share of only 0.2% in 2017, being Axe and Nivea Men the ones with higher market shares among the male shower gels, with 1%, and 0.4%, respectively. The fact that this category includes both women and men's lines explains, somehow, the residual market share of both Dove Men+Care and the other male brands. However, it is, indeed, still a very insignificant and weak market share in such competitive market (Euromonitor, 2018).

2.3. Deodorants in Portugal

In 2017, the Deodorants category in Portugal has grown by 3%, reaching sales of EUR 75 million. In 2022, it is expected for the category to register a sales value of EUR 89 million (see Appendix 7). This positive forecast is explained by the strong economic environment that is expected to prevail in Portugal and thus, is followed by a rise in the consumer confidence. Furthermore, consumers are increasingly opting more for efficient products regarding the reduction of perspiration and the removal of unpleasant odours (Euromonitor, 2018).

Regarding the types of deodorants, Portuguese consumers tend to develop a preference to roll-on formats as they are perceived to be more convenient, specially by travellers. Furthermore, even though it is a wrong perception, sprays are perceived as bad for the environment by some consumers, which also makes roll-ons benefit from preference. In addition, there seems to be an increasing trend on natural and organic products (Euromonitor, 2018).

When analysing the market shares of deodorants in Portugal (see Appendix 8), Dove Men+Care registered in 2017 a market share of 0.8%. This residual share can be explained by the fact that this analysis covers both the women and men market. However, the market share of 0.8% is still really low, taking into account that Axe, Nivea Men and Rexona Men, reached a share of 9.8%, 7.1% and 1%, respectively in 2017 (Euromonitor, 2018).

From the information above, we can state that Dove Men+Care has a low market share in both the deodorants and shower products categories compared to its competitors, - Nivea Men, Axe, Rexona Men, L'Oréal Men Expert and Old Spice - which own relatively high market shares. Additionally, the male deodorants category is a much bigger and significant category, compared to the male shower products category.

3. Dove Men+Care's Positioning in Portugal

The brand positioning refers to what makes the brand different from its competitors and appealing to the consumers (Keller, 2012). Keller uses the customer-based brand equity

(CBBE) model to describe the way brand knowledge structures should be built in order to create brand equity. In order to decide on positioning, it is necessary to: determine the frame of reference, by identifying not only the who the target market should be but also who the main competitors should be; identify the ideal points of parity, which refers to how the brand should be similar to competitors; state the ideal points of difference, which answers to the question of how the brand should be different from them; give the reasons for the consumers to believe in the previous points of difference (Keller, 2012). For further information on the Brand Positioning according to Keller, please see Appendix 9.

The brand Dove was first introduced in Portugal in 1992 and started by offering only personal care products for women. In 2010, the brand extended its product lines to the men's segment and later to the baby's segment in Portugal. Concerning its distribution channels, Dove Men+Care products are present in hypermarkets (e.g., Continente and Auchan), supermarkets (e.g., Pingo Doce, Intermarché, Continente Bom Dia, El Corte Inglés Supermercado, Mini Preço), Discounters (e.g., LIDL) and in some mini markets. The pricing strategy of Dove Men+Care is relatively similar to the other brands, competing with a similar price for both the deodorants and shower gel categories. In fact, comparing with one of its main competitors, Nivea Men, which operates in the same categories, the price of the products is relatively similar (see Appendix 10). Furthermore, when in promotion, mostly all the brands practice a 50% discount.

The brand offers a complete line of deodorants and shower products for men. More specifically, Dove Men+Care currently offers in the Portuguese market five varieties of deodorants (Cool Fresh, Clean Comfort, Minerals & Sage, Invisible Dry, Extra Fresh) in both spray and roll-on formats, four varieties of shower gels (Cool Fresh, Clean Comfort, Hydration Balance, Extra Fresh) and one shower foam product (Shower, Shave and Hydrate).

Through a combination of care and strength, the products promise to be fresh, soft feeling and of superior quality, resulting in a complete and lasting protection and care.

Nowadays, Dove Men+Care's positioning statement is: *For men who appreciate caring for the ones that matter for them as well as for themselves, (Target), Dove Men+Care is a men's grooming brand that operates within the categories of male deodorants and shower products (Frame of reference). The brand offers high quality and authentic hydration products that make men feel stronger (POD) since all of them either have 1/4 of moisturizing cream or a micro moisture technology and Dove has the reputation of delivering superior care products (Reasons to believe).*

In other words, Dove Men+Care wants to communicate a story that is aimed to men that are caring with their children, families and friends and more importantly, the brand wants to make clear that self-care is essential as well. Combining mildness and performance, the Dove Men+Care products aim to make men stronger through care and thus, the brand states "Care makes a man stronger" (Dove Men+Care website, 2018).

In the Portuguese market, the communication of Dove Men+Care is done through various channels. Dove's Website (Portugal) is one of the main channels, in which each product is presented according to its category and contains a fully description as well as the ingredients and some suggestions of use. Besides that, some grooming tips and guides are shared.

The brand has also opted for sport sponsorships in order to link its identity with sports. In fact, since 2017, Dove Men+Care has been the number one sponsor of the Rugby Youth Festival, one of the best rugby youth tournaments in the world that runs every year in Lisbon.

Television and video are also some channels through which the brand advertises its products. In fact, recently, Dove Men+Care has launched a global campaign called "Dear Future Dad" that has its focus on a video in which men demonstrate the importance of being around their children, especially in the beginning of their growth. Through this campaign, the brand has

taken a position in the debate of the right of paternity license not only in Portugal but also in the whole world.

Finally, the communication on social media in Portugal is residual. On Facebook, the communication of the brand is done through Dove Portugal, and most of the content concerns Dove or Dove Baby and rarely Dove Men+Care.

To sum up, the big idea of Dove Men+Care is to communicate that its products are for caring men, i.e., for men that not only take care of themselves but, more importantly, who take care of their children, families and friends.

4. Insights of Dove Men+Care regarding the study conducted by the Brand Management students

Within the course of Brand Management, a study of the brand Dove Men+Care was conducted by NOVA School of Business and Economics' students. The students were able to identify through their research the main issues and challenges the brand is facing. First of all, they explored the category challenge and from their study, they inferred that Dove Men+Care operates in two categories that are low involvement, resulting in consumers' decision-making based mostly on price and promotions. Furthermore, regarding the product challenges, they conclude that the current communication of the brand does not stand out the points of difference of the products. Also, the group of students highlighted the fact that the parent brand Dove is "constraining" the identity of Dove Men+Care due to its powerful campaigns.

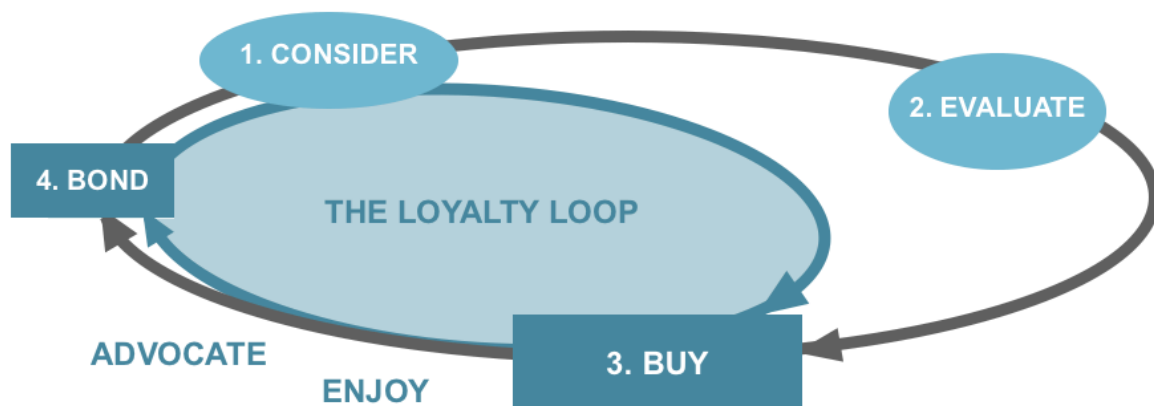
In conclusion, this research questioned whether the communication of the brand is appropriate to the Portuguese values and culture. The culture in Portugal revolves around the family values, and most of the times, people are committed to their family above other relationships and commitments (Scroope, Cultural Atlas, 2018). It is a caring and warm culture, in which members within a family are extremely affectionate and loving between them. In other words,

being a caring man is already something that is instilled in every Portuguese man and, thus, the current communication of Dove Men+Care's may not be very effective in Portugal.

5. The Consumer Decision Journey

In 2009, McKinsey & Company introduced a new framework on how consumers engage with brands: the consumer decision journey. This model argues that the consumers' decision-making process follows a circular journey of four stages: *consider*, *evaluate*, *buy*, and *enjoy*, *advocate*, *bond* (Edelman, 2010).

Figure 2: The Consumer Decision Journey



Source: McKinsey Quarterly, 2009 & Harvard Business Review, 2010

The first phase, *consider*, refers to the consumer's top-of-mind consideration set, which is based on the perceptions of brands or products they have been recently exposed to, through advertisements, store displays, interactions with community or other stimuli (Edelman, 2010). The second phase refers to *evaluate*, in which the consumer adds and subtracts brands to the set through information given by peers (online and/or offline), retailers, the brand and its competitors. The next stage is *buy*, that refers to the act of consumers selecting an option during the purchase moment. In fact, according to McKinsey, consumers can be easily dissuaded at this stage, which means that the elements at the point of purchase (placement, packaging, availability, pricing, sales interactions) play an important role in this touch point. Finally, the last stage *enjoy, advocate, bond* occurs after the purchase, and a deeper connection emerges as the consumer interacts with the product and with new online points. If

the connection between the consumers and the brand (or the product) is strong enough, consumers enter in the loyalty loop, meaning that they will rebuy the product without going through the initial stages.

C. ADDRESSING THE WORK PROJECT OBJECTIVES

1. Methodology

In order to address this Work Project Topic – “Why hasn’t Dove Men+Care been able to grow into a leading male brand in Portugal and how to achieve this goal?”- we combined two methodologies: observations and qualitative in-depth interviews.

1.1. Observations

In-store observations are a research technique in which consumers are observed by the researcher while they shop, in order to collect insights regarding their shopping behaviour.

The conducted in-store observations were 1) natural, meaning that observation took place in a natural environment, the supermarket. We chose a natural observation technique since observees tend to be more relaxed, giving the researcher a truer picture of the phenomenon, as "reactivity" is minimised (Bryman, 1992); 2) non-participatory, since interaction with the observees did not take place, by not influencing nor talking with them. In order to generate more objective insights, the participant observer was defined as a complete observer, someone who keeps his or her identity as researcher secret, and those being studied are unaware of the researcher or that they are being observed (Gold, 1958). These types of observation were conducted with the aim of reducing as much as possible the ‘observer effect’ (Saunders et al., 2009).

For the in-store observations, we collected 70 observations of consumers shopping for the categories in which Dove Men+Care operates, being 61 of the observees men and 9 women. 12 seemed between 18-25, 27 between 26-35, 16 between 36-50, 10 between 51-65 and 5

appeared to be older than 66 years old. From these observations, 5 considered male shower products and 65 male deodorants. Observations were carried out between the 2nd October and 20th October in three retailers in Lisbon - Continente, Pingo Doce and Auchan - during the peak hours (weekdays from 5 p.m. to 8 p.m.; weekends from 10 a.m. to 12 p.m. and from 5 p.m. to 7 p.m.).

1.1.1. Structure

An observation grid was developed (see Appendix 11) with four different components: 1) Customer Information, 2) Approach to the Shelves, 3) Purchasing Decision and 4) Additional Information.

1) *Customer Information* tracks the consumer's gender and age estimation as well as if the observee was alone or accompanied.

2) The *Approach to Categories* analysed:

2.a) Approach, which refers to how the observee approached the category: if they went directly to a product (product); if they considered multiple products within a brand only (brand); if they considered the entire assortment of that category (assortment).

2.b) Evaluation Criteria, which analyses the steps of evaluation taken by the consumers: if they were seeking for promotions or took into account the listed price of the article (promo/price); if they opened an article and smelled it (fragrance); if they read the front labelling of an article (labelling - front); if they read the back labelling of an article (labelling - back).

2.c) Decision Time, which analyses how much time it took for the observee to reach the final purchasing decision.

3) *Purchasing Decision*, which analyses if the observee actually picked an article of those categories or not; which was the article chosen and its respective brand; which type of article was chosen (roll-on, stick or spray for the deodorants category; shower gel or shower foam

for the shower products category); the price and quantity taken of the chosen article as well if the article is in promotion (if yes, what is the applied discount in %).

4) *Additional Information*, which refers to the physical characteristics (style, etc.) and the behavioural observations (mood, if in a rush or quiet, etc.) of the observed consumer as well as any additional comments that seemed relevant for the research.

1.2. Qualitative semi-structured in-depth interviews

Qualitative semi-structured in-depth interviews are one-to-one conversations between the researcher and the respondent, in which the interviewer follows a set of questions to ask and topics to approach but is free to diverge from the topics if appropriate (Miles and Gilbert, 2005).

After the observational research, we conducted semi-structured in-depth interviews with other consumers in order to collect insights regarding the purchase and consumption behaviour as well as the categories and the brand's perception. Qualitative research was chosen since it is a method that provides insights and ideas regarding a specific topic in matter (Clow and James, 2014).

The selection of the interviewees was done through a pre-recruiting questionnaire (Appendix 12) in order to ensure all the respondents were eligible for the interview. This pre-selection was based on three recruiting filters: 1) being resident in Portugal for at least five years; 2) being able to recognize the Dove Men+Care brand 3) having bought male deodorants or shower products for themselves at least once in the last 6 months in the modern market (supermarkets and hypermarkets) in Portugal.

From the pre-recruiting questionnaires, we were able to extract some insights regarding the brand recognition and the consumption of male deodorants and shower brands. In fact, from the sample, the two most recognized brands appear to be Rexona Men and Nivea Men, being recognized by every respondent (24 out of 24), followed closely by Axe and Old Spice,

registering 23 men in both. Dove Men+Care was recognized by 21 of the respondents (see Appendix 13). Regarding the consumption (see Appendix 14), Nivea Men and Rexona Men were the most purchased brands by the sample, with 17 and 15 men who purchased them, respectively, in the last 6 months in the modern market. Finally, 9 out of the 24 men have purchased Dove Men+Care.

Afterwards, 21 respondents were selected for a 45-minute audio-recorded semi-structured in-depth interview in a relaxed and informal setting. The sample consisted on 21 male consumers of deodorant and/or shower gel categories. From these, 5 were aged between 18 and 25 years old, 7 between 26 and 35 years old, 5 between 36 and 50 years old, 3 between 51 and 65 years old and 1 older than 66 years old. Regarding their education level, 1 has completed the secondary level, 2 have completed professional courses, 15 have achieved a bachelor's degree, 2 have a master's degree and 1 has a PhD. Finally, from all the interviewees, 13 have already consumed Dove Men+Care.

In order to guide the participants through the interviews, it was prepared an interview guide that included an initial question and some topics to be developed (see Appendix 15). Additionally, with the purpose of investigating the assumptions stated in section B, we added two more techniques to the interviews: a projective technique and a presentation of three different video advertisements for male deodorants.

1.2.1. Projective Technique

We used a projective technique, an unstructured, indirect research method that encourages respondents to project their underlying motivations, attitudes or feelings regarding the issue of concern (Malhotra et al., 2012), in order to explore Dove Men+Care's and its competitors' brand image. More specifically, consumers were asked to describe Dove Men+Care if the brand was a person. After personifying 'Dove Men+Care', respondents were asked to personify another brand if they used a different brand than Dove Men+Care.

1.2.2. Advertisements

In order to understand what attracts consumers in a commercial and to analyse which factors motivate them to buy a deodorant, we have shown to the respondents three different video advertisements that transmit different purposes and ways of presenting products:

1) Firstly, we showed to the respondents a Dove Men+Care's advertisement that has been on air in the Portuguese television three years ago. This video is straightforward and gives product information that is complemented with an emotional image of a father grabbing his son, reflecting the efficacy of the product and its softness on skin through the referral of the 48-hour protection and the $\frac{1}{4}$ of moisturizing cream in the deodorant (see Appendix 16).

2) Secondly, we showed an advertisement from a different brand that focuses more on the daily routines of a common worker man. It regards a father that gets out of work stressfully and runs through the city in order to get on time to his daughter's show. The video transmits the stress of an active person who spends his day walking from one place to another and reflects how effective the product is on preventing the transpiration and the bad odours along those circumstances (see Appendix 17).

3) Finally, it was shown an advertisement, also from a different brand, that focuses solely on sports through the endorsement of the NBA star Stephen Curry. In the video, the celebrity explains how the technology and efficacy of the deodorant keep him fresh while practising high intensity sports (see Appendix 18).

We have chosen these three ads because they focus on different matters: one very straightforward about the products' attributes and that focuses on parenthood; another that has its focus on the daily routine and the stress attached to it; and another that is fully centred on sports. Thus, by asking the respondents which advertising motivates them more to buy and why, we obtained insights on deodorant advertisements.

2. Main Research Insights

From the in-store observations and in-depth semi-structured interviews, we inferred that the category of male shower products is, indeed, a residual category when compared to the male deodorants category since only 5 of the 70 conducted observations concerned shower products and only 4 of the 21 interviewees consume them. Therefore, the main research insights only refer to the deodorants category.

2.1. How do consumers behave while shopping male deodorants?

From the two methodologies used, we identified three personas based on their consumer decision journeys: The *Promo-Addicted*, the *Experimenter* and the *Loyal*.

2.1.1. The *Promo-Addicted*

The promo-addicted was observed in 31 out of the 70 observations and in 8 out of the 21 interviews. These consumers are promo-oriented while buying deodorant, i.e., they never buy any article that is not in promotion. In fact, most *promo-addicted* have a preference for a range of brands, and while shopping, they decide which one to buy based on the promotions.

“I always buy brands that I like and are in sales promotion” (Marketing Director, 43, uses several brands)

“I always go directly to the promotions. Even though I prefer Rexona Men, if it is not with discount, I don’t even look at it” (Electronic Technician, 34, uses several brands)

Based on the in-store observations, we designed this persona’s consumer decision journey (see Figure 3).

Figure 3: The *Promo-Addicted* Consumer Decision Journey



Source: Author, based on McKinsey Quarterly, 2009 & Harvard Business Review, 2010

The *promo-addicted* starts by approaching the entire assortment of brands and products available in the male deodorants shelves and his evaluation stage is characterized by going directly to the promotions. More specifically, the most common paths of evaluation observed in this persona are: approaching the articles that are in promotion and then, reading their front label, accounting for 11 (out of 31) observed consumers who performed this evaluation; simply choosing the article according to the promotions, with 9 consumers (out of 31); and starting by going to the promotions, then, reading the front labels of the articles, and finally, opening the article and smelling its fragrance, registering 7 consumers (out of 31).

After the evaluation stage, from the 31 *promo-addicted* registered during the in-store observations, 24 have purchased male deodorants, being 16 of those purchases with 50% discount. In fact, Dove Men+Care was the most bought brand in promotion, accounting for 5 purchases, followed by Nivea Men and Rexona Men, with 4 purchases in promotion, each. Through the in-depth interviews insights, we inferred that the *promo-addicted* purchases more than one article when the product he likes the most is in promotion. While, when the product is not in promotion, he purchases only one article.

“I buy Rexona Men mostly all the time. When it's in promotion, I buy 3 or 4 packages because I like it a lot. However, when it's not, I tend to buy another brand that has a 50% discount”
(Retail Account Manager, 27, uses several brands)

Finally, we can suggest that the *promo-addicted* is not loyal to a specific brand or product although he prefers certain brands, having registered an average decision time of 46 seconds.

2.1.2. The Experimenter

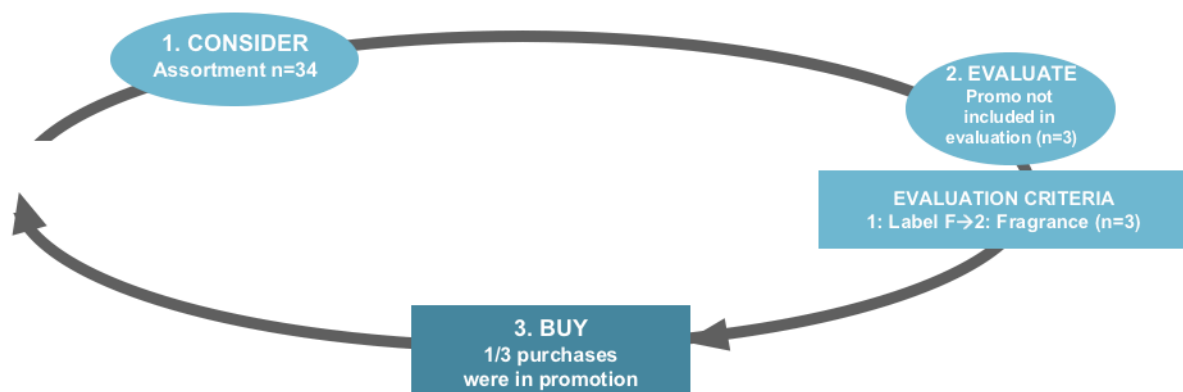
The *experimenter* represents 3 of the 70 conducted observations and 4 of the 21 men interviewed. For him, promotions and price, in general, are not necessarily important and he seems to like to try the different brands offered with the purpose of experimenting. In fact, he tends to consider a range of brands and experiment various, not having preference for a specific one.

“I do not have a preferred brand. I can say that I consider a range of brands that I know in the supermarket, and times to times, I like to vary and to experiment new products” (Business Owner, 54, uses several brands)

“Usually, I have various deodorants: Nivea Men, Narta Men and L’Oréal Men Expert. I have the three of them in my bathroom and I vary everyday” (Sales Account Manager, 29, uses several brands)

The *experimenter’s* consumer decision journey (see Figure 4). is characterized by approaching the entire assortment of brands and products and by not taking into account promotions during the evaluation stage. From the 3 *experimenters* registered during the observations, all did the same evaluation criteria while shopping: read the front label of the articles and, then, smell the fragrance of the deodorant. After evaluating, all of them have bought deodorants (Rexona Men, Nivea Men, Dove Men+Care), being one of the purchases with 50% discount (Dove Men+Care).

Figure 4: The Experimenter Consumer Decision Journey



Source: Author, based on McKinsey Quarterly, 2009 & Harvard Business Review, 2010

We can infer the *experimenter*, even though is not promotion driven, is not loyal to a brand or product, having registered an average decision time of 1 minute and 20 seconds.

2.1.3. The (Brand or Product) Loyal

The *loyal* represents 31 of the 70 conducted observations and 9 of the 21 interviews. These shoppers buy the same product or products from the same brand all the time mostly because they are used to it and tend to trust it.

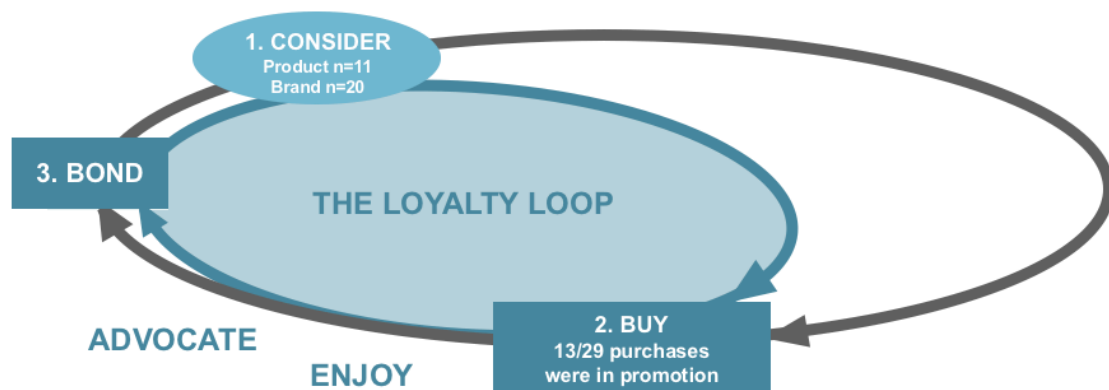
“I use Nivea Men because it is a usual purchase, I like everything about it. Also, it is a brand that transmits to me confidence” (CEO, 41, loyal to Nivea Men)

The *loyal* always buys the same brand even when it is not in promotion. However, we inferred that some consumers change their purchase behaviour towards promotions, as some of them would take different quantities if the product was with discount or not.

“The price is important for me. However, if Nivea Men was not in promotion, I would still take one. If it was, I would take advantage of the promotion, and I would take more than one”
(Junior Consultant, 26, loyal to Nivea Men)

The *loyal*'s consumer decision journey (see Figure 5) is characterized by considering only one brand or product, skipping completely the evaluation stage, i.e., these consumers do not need to evaluate the alternatives available as they are in the loyalty loop, meaning that they bonded with that brand or product in specific. In fact, the *loyal*'s decision time was the shortest registered, with an average of 24 seconds. Furthermore, there were registered 29 purchases, being 13 of them with 50% discount.

Figure 5: The *Loyal* Consumer Decision Journey



Source: Author, based on McKinsey Quarterly, 2009 & Harvard Business Review, 2010

Regarding the brands purchased, Nivea Men was the most bought brand, with 12 out of 29 observed consumers going directly to that brand or to one of its products, followed by Rexona Men (6/29). From the interviews, 4 out of 9 *loyals* were loyal to Nivea Men and 3 to Rexona Men. On the contrary, Dove Men+Care accounted for only 2 *loyals* buying it during the observations, and did not register any interviewee who was loyal to that brand. In fact, the respondents who have purchased Dove Men+Care last time they bought deodorants (5

respondents) was either because a product of the brand was in promotion (3/5) or because they wanted to change the deodorant (2/5).

2.2. Why isn't Dove Men+Care being selected by consumers?

According to the previous insights, it is clear that Dove Men+Care is mostly purchased when in promotion. From the qualitative interviews, we explored the main reasons that explain the lack of preference for Dove Men+Care by the Portuguese men:

2.2.1. Dove Men+Care is not perceived as a masculine brand

One of the aims of the in-depth interviews was to understand the brand image of Dove Men+Care according to the consumers of the categories the brand operates. Our research suggests that most of the interviewees associate the brand to quality, confidence, neutrality and softness due to the high credibility of the brand Dove.

“Dove Men+Care is a brand that I perceive to be soft on skin and transmits to me hydration and quality mostly due to Dove's advertisements” (After-Sales Technician, 31, uses several brands)

However, being connected to the brand Dove might not bring only advantages, as it might make consumers associate it with the women's brand. In fact, 9 of the interviewees referred they associate Dove Men+Care to something feminine due to the high awareness of the brand Dove.

“For me, ‘Dove’ doesn't really go well along with ‘Men’ because I don't automatically associate it to men products. Actually, I don't feel attracted at all by Dove Men+Care's image since it is not masculine.” (CEO, 57, loyal to Clinique Men)”

“When I see Dove Men+Care, I associate it with something unisex instead of being for men. The colours light grey and light blue make me uncertain about the target of the product, not being sure if it is a deodorant for men. Besides, the white dove in the logo and the font used in ‘Dove’ makes me think the product is for women and not for men” (Junior Consultant, 26, loyal to Nivea Men)

Furthermore, from the answers of the projective techniques, respondents personified Dove Men+Care as a standard person, perhaps a family man, not very masculine and that isn't very sporty. A man that presents himself as a well-groomed person, and has a gentle and discreet personality.

“Dove Men+Care would be a common family man that is not necessarily very sporty. It would be a man that thinks about caring himself and is worried about his image. Also, he would have a calm and peaceful personality (Marketing Director, 43, uses several brands)

“I see a man that is more delicate, sensible and introvert, not really masculine. Basically, a discreet men, who does not stand out from the crowd.”(Marketing Manager, 34, loyal to Rexona Men)

“I don’t know why but I see a metrosexual man, that shaves his legs, and is very careful about his image. In other words, someone who is not very masculine” (Student, 23, loyal to Nivea Men)

In fact, during the interviews, we also explored with the respondents the importance of the vibe of masculinity in both the categories of deodorants and shower products. As most of the respondents do not use male shower products, and simply purchase unisex shower gel, in this category this concern seems to be irrelevant. However, in the deodorants, this attribute seems to be more important. 12 out of 21 respondents give importance to using a deodorant that is specifically designed for men, giving relevance to the elements that are transmitted in the packaging, especially to the colours and the way the variety of the deodorants is presented.

“When I see those products of personal care, I have to identify myself with them. So, the fact that the packaging has more manly colours, such as blue, black and sober colours in general, makes it more related to men” (Marketing Manager, 34, loyal to Rexona Men)

“What grabs my attention in those products is the way they present the variety of the model. For example, the fact that Rexona Men varieties are called ‘Quantum’ or ‘Cobalt’, gives me the perception of being highly technological and just designed for men” (Business Owner, 67, loyal to Rexona Men)

2.2.2. Misunderstood brand concept

When showing to the respondents the Dove Men+Care’s video advertisement, we concluded that another factor behind the lack of preference for Dove Men+Care is the fact that the narrative of the brand (i.e., caring men) is being misunderstood by the consumers.

“It transmits to me that the deodorant being publicized has no purpose because the man in the ad is inactive, he is just holding his son on the bed. I actually thought it was quite feminine. The fact the product has ¼ of moisturizing cream is irrelevant to me and seems something that woman would care more” (Student, 22, uses several brands)

As it was referred before, the concept of “caring men” seems not to be effective for the Portuguese men. That communication in the advertisements is misunderstood by the audience, not being able to communicate the core concept of the brand to the Portuguese consumers.

2.3. Why do Nivea Men and Rexona Men show higher loyalty levels among men?

Nivea Men and Rexona Men were the brands showing the higher loyalty levels. Therefore, we thought it was interesting to compare the personification of these brands with Dove Men+Care conducted in the projective techniques in order to understand the consumers' preference for them. Regarding Rexona Men, respondents described a sports-oriented and extrovert man. Overall, a very masculine person.

"It would be a very active, sporty and dynamic man, who is a fan of extreme sports. More masculine than Dove Men+Care, for sure, and more extrovert" (Business Owner, 54)

"For Rexona Men, I see a muscled man who is very sporty and masculine, almost as a Cristiano Ronaldo" (Business Owner, 67, loyal to Rexona Men)

Nivea Men has been described as "a man who cares with his appearance, but at the same time, a masculine person that is extrovert and innovative".

"For Nivea Men, I see a man who is more masculine than Dove Men+Care, but still cares with his appearance. Also, I see him as a more extrovert man." (Student, 23, loyal to Nivea Men)

"I think that Nivea Men would be someone who likes innovation, that is more open to new ideas than an average person. Maybe a person who is quite extrovert and that stands out from the crowd. Also, I see someone who is always well-groomed" (Customer Unit Director, 48, uses several brands)

Overall, respondents have described for both Nivea Men and Rexona Men, a more masculine man compared to Dove Men+Care, who is perceived as someone not so masculine, almost feminine.

2.4. What do men value to see in deodorants advertisements?

In order to understand better what men value in a deodorant advertisement, we asked the respondents which one from the three videos shown motivated them more to buy. The video 1),¹ Dove Men+Care' advertisement, was the least chosen, with only 1 respondent preferring it. In fact, most of the respondents weren't attracted to it, with 12 out of the 21 respondents

¹ Video 1) is a Dove Men+Care's advertisement that is straightforward, giving product information that is complemented with an emotional image of a father grabbing his son.

stating they wouldn't feel motivated to buy it through that advertisement. This may be related to the fact that the concept of a caring men transmitted in the commercial is misunderstood:

"I wouldn't say this is a deodorant's advertisement, showing a father with his children does not motivate me to buy that product, it seems they are not focusing on what they want to sell (Business Owner, 67, loyal to Rexona Men)"

In fact, from the interviews, the advertisement 2)² was the most chosen (15/21) since most of the respondents identified themselves with it and because the video reflects their worries with perspiring in the day-to-day life.

"I would definitely prefer the second ad as it goes towards to who I am and to what I expect in a deodorant. I don't care, while I am doing sports, if the deodorant releases some substances that prevent me from sweating. I do care, when I am in the bustle of my day-to-day, with stress during work, about having the guarantee that I am prevented from smelling bad and that I can feel comfortable wearing coloured shirts" (Student, 23, loyal to Nivea Men)"

Finally, another topic that was mentioned was the format of the deodorant that appears in the advertisements. In fact, it seems to be an extremely relevant factor on the impact of the ad for the consumer. In other words, if the commercial shows a man using deodorant in spray type, a consumer who uses roll-on deodorant is less likely to feel attracted to it.

"If I was not evaluating simply the message being communicated in the advertisement, I would exclude the first two commercials because the men are using spray and I do not like spray. Showing them in the ads demotivates me to buy that brand" (Business Owner, 54, uses several brands)"

D. DISCUSSION AND RECOMMENDATIONS TO UNILEVER

The research insights suggest that Dove Men+Care's positioning in Portugal is not effective. Besides the fact that the brand has been in the market for a shorter time than most of its competitors, Dove Men+Care's market share is lower than theirs because 1) the concept of the brand is not understood by the Portuguese consumer; 2) the brand image is perceived as not

² Video 2) is an advertisement from a different brand that focuses more on the daily routines of a common worker man through a story, transmitting the stress of an active person and reflecting how effective the product is on preventing the transpiration and the bad odours.

appealing to men due to its lack of masculinity; 3) competitors convey a more appealing brand positioning.

Therefore, Unilever Portugal should study the possibility of communicating the brand in Portugal through different ways, i.e., it should build a new brand positioning of Dove Men+Care that is more appealing to the Portuguese consumer and fits better into the country's culture, insisting in other differentiable aspects. In other words, it is necessary to adapt Dove Men+Care's current brand positioning to the insights collected in this research by focusing on a positioning that reflects masculinity through a distinctive way and, at the same time, communicates the current unique selling proposition of the brand: a hydrating formula. Therefore, we propose to **migrate the positioning from emotional caring to functional caring** in order to take advantage of the brand's unique hydrating formula.

As it was referred previously, the male skin care segment is gaining traction in Portugal today and skin hydration is becoming one of the main product attributes³, thus, we recommend the following **Positioning Statement**:

For men who value the quality of skin care products and want a protected and hydrated skin (Target), Dove Men+Care is a men's grooming brand that operates within the categories of male deodorants and shower products (Frame of Reference). The brand guarantees high quality and authentic 2-in-1 products that are not only deodorants or shower gels, but also moisturizing products (POD) since all of them contain a unique hydrating formula: ¼ of moisturizing cream in deodorants and a micro moisture technology in shower gels (Reasons to believe).

Recommended Brand Narrative: "Men are different from women, and, generally, men are not willing to spend time of their day caring for their skin. However, just because they are men, they don't have to sacrifice their skin and Dove Men+Care's purpose is to guarantee

³ These facts were explored in section B, specifically in the topic 2. *Male Deodorants and Shower Products Categories in Portugal*

men a hydrated and healthy skin without even thinking about it because the brand's products take care of that. Therefore, Dove Men+Care comes as a brand that offers 2-in-1 products, i.e., not mere deodorants or shower gels, but also moisturizing products due to their unique hydrating formula: the $\frac{1}{4}$ of moisturizing cream in deodorants and the micro moisture technology in shower gels. By using a Dove Men+Care deodorant or shower gel, men are guaranteed a fully protected and hydrated skin through a practical care.”

To sum up, with a positioning that shifts from the emotional to the functional care, reflecting more convenience and masculinity without sacrificing care, Dove Men+Care would be able to distinguish itself from its competitors and, at the same time, to increase its relevance, resulting into a growth of the brand.

E. WORK PROJECT LIMITATIONS

- 1) This work project was constrained by the traditional limitations of qualitative research (e.g., small sample size, researcher or participants' expectations biases (Bell et al., 2018));
- 2) The sample size of the observations was not representative enough due to the limited geographic, social and economic diversity, making the conclusions drawn from this research difficult to generalize;
- 3) The reduced size of the male shower gel category implies a lack of insights regarding this segment, not being able to draw significant conclusions;
- 4) Even though the participant observer was defined as a complete observer, the observations' results may have been constrained by the observer effect, as the presence of the observer may affect the behaviour of the observees (Saunders et al., 2009);
- 5) The advertisements shown during the interviews did not all concerned Dove Men+Care. If all of them demonstrated the brand in cause, insights from the respondents would have been more objective and unbiased.

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A Work Project, presented as part of the requirements for the Award of an International Master Degree in
Management from the NOVA - School of Business and Economics

**Why hasn't Dove Men+Care been able to grow into a leading
male brand and how to achieve this goal?**

A deep dive into the Brand's Positioning

Appendices

Maria Madalena Moreira Rato Serradas

Student Number 4314

A Project carried out on the International Master in Management Program, under the
supervision of Professor Catherine da Silveira

Lisbon, 4th January 2018

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Appendix 1: Brand Identity according to Kapferer

Brand identity refers to specifying the brands' meaning, aim and self-image. In other words, it constitutes what brand managers would like the brand to be, what the brand stands for and what makes it unique (Kapferer, 2012).

In order to become a truly engaging brand, the brand must have a complete, rich and real identity in a way that it becomes personified – with inspirations, character, beliefs. By sending an established identity to the public, a brand can even help consumers in discovering their own identity (Kapferer, 2012).

When describing a brand's identity, Professor Jean-Noël Kapferer represents each of its facet by a six-sided prism. A brand has social aspects that actually define its external expression (externalisation: physique, relationship and customer reflection) and aspects that are incorporated in the brand itself (internalisation: personality, culture and self-image) (Kapferer, 2012).

The first facet of the prism is the physical, which represents the most outstanding features of the brand. The second facet of the identity prism is the relationship, which refers to the counterpart given by the brand to its consumers, focusing on the functional and emotional benefits of the brand. The last facet of the internalisation side of the prism is the customer reflection, which refers to the brand's desired consumer type (Kapferer, 2012).

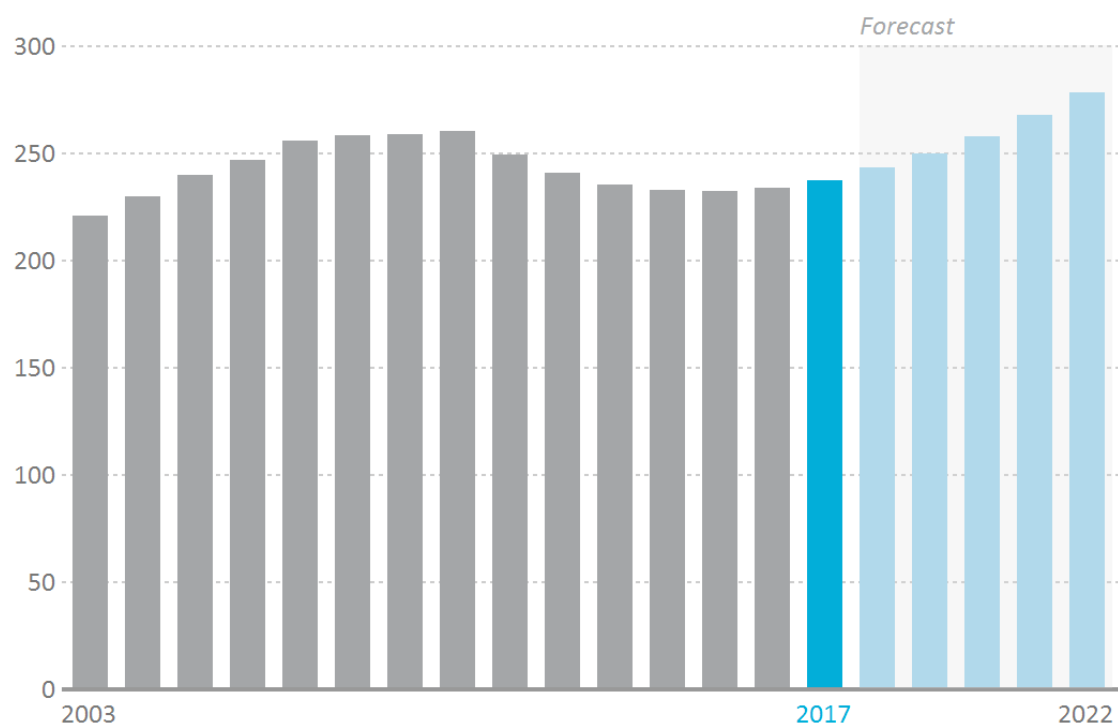
Regarding the externalisation side, the fourth facet of the prism is personality, which refers to what kind of person the brand would be if it was a human. The next facet of the prism concerns the culture of the brand, which constitutes the brand's inspirations and core values. To finish, the last facet of the prism is the self-image which refers to the brand's aspired target's internal mirror, to what brand managers expect consumers to feel when purchasing or using a brand (Kapferer, 2012).

Appendix 2: Sales of Men's Grooming in Portugal (Retail Value RSP)

Sales of Men's Grooming in Portugal

Retail Value RSP - EUR million - Current - 2003-2022

237



Appendix 3: Brand Shares of Men's Grooming in Portugal (Retail Value RSP)

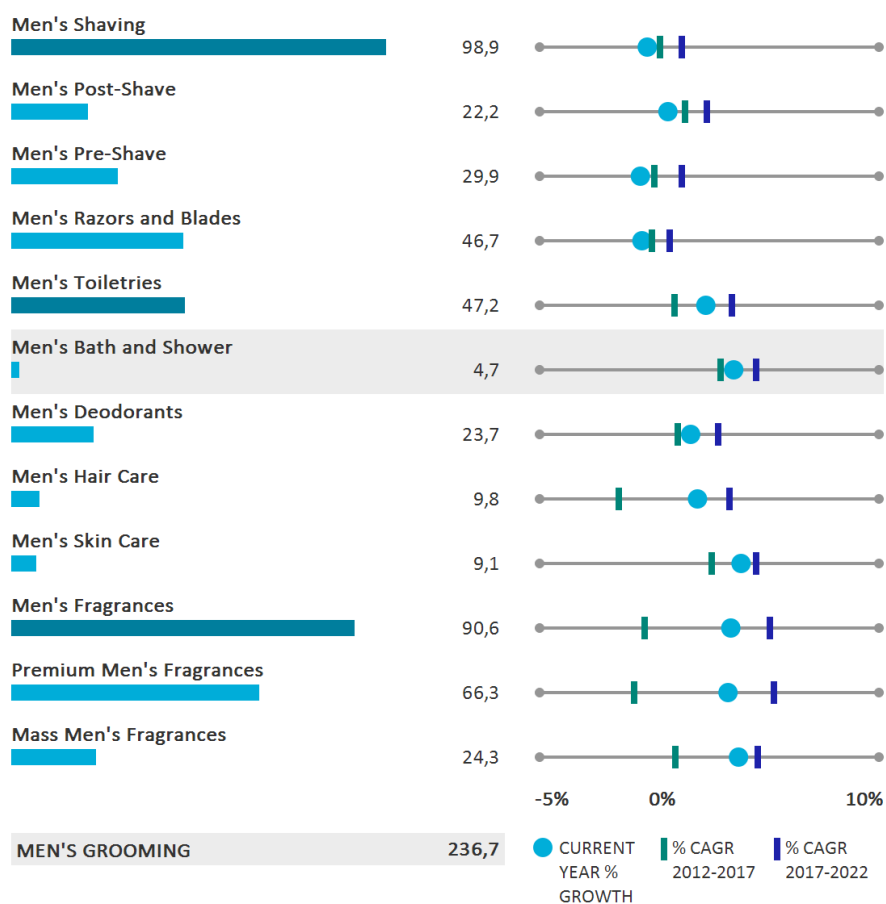
Category	Brand Name (GBO)	Company Name (NBO)	Data Type	2017
Men's Grooming	Gillette Mach3 (Procter & Gamble Co, The)	Procter & Gamble Portugal SA	Retail Value RSP	8,8
Men's Grooming	Nivea for Men (Beiersdorf AG)	Beiersdorf Portuguesa Lda	Retail Value RSP	8,1
Men's Grooming	Gillette Series (Procter & Gamble Co, The)	Procter & Gamble Portugal SA	Retail Value RSP	6,6
Men's Grooming	Axe (Unilever Group)	Unilever Jerónimo Martins Lda	Retail Value RSP	5,3
Men's Grooming	Bic (Sté Bic SA)	Sté Bic SA	Retail Value RSP	2,6
Men's Grooming	Gillette Fusion (Procter & Gamble Co, The)	Procter & Gamble Portugal SA	Retail Value RSP	2,5
Men's Grooming	Old Spice (Procter & Gamble Co, The)	Procter & Gamble Portugal SA	Retail Value RSP	2,4
Men's Grooming	L'Oréal Men Expert (L'Oréal Groupe)	L'Oréal Portugal Unipessoal Lda	Retail Value RSP	2,2
Men's Grooming	Dove Men + Care (Unilever Group)	Unilever Jerónimo Martins Lda	Retail Value RSP	0,4
Men's Grooming	Rexona Men (Unilever Group)	Unilever Jerónimo Martins Lda	Retail Value RSP	0,3
Men's Grooming	Private label	Private Label	Retail Value RSP	7,1

Appendix 4: Sales of Men's Grooming in Portugal by Category (Retail Value RSP)

Sales of Men's Grooming in Portugal by Category

Retail Value RSP - EUR million - Current - 2017

Growth Performance

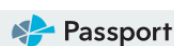
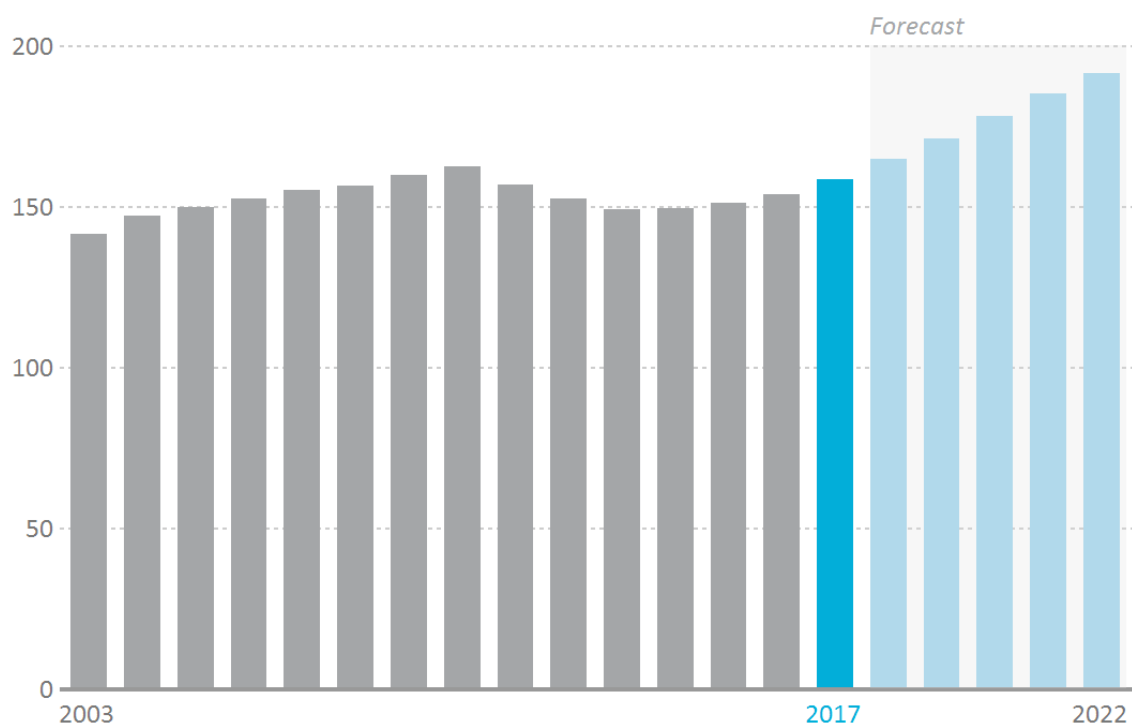


Appendix 5: Sales of Bath and Shower in Portugal (Retail Value RSP)

Sales of Bath and Shower in Portugal

Retail Value RSP - EUR million - Current - 2003-2022

158



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Appendix 6: Brand Shares of Bath and Shower in Portugal (Retail Value RSP)

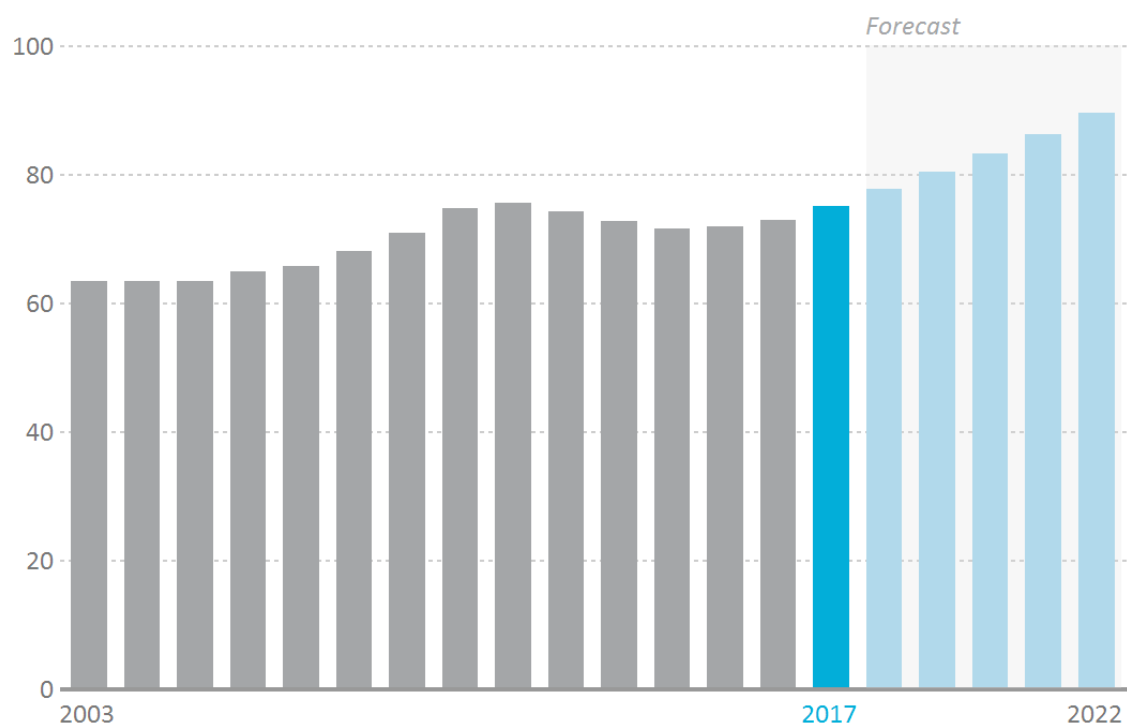
Category	Brand Name (GBO)	Company Name (NBO)	Data Type	2017
Bath and Shower	Dove (Unilever Group)	Unilever Jerónimo Martins Lda	Retail Value RSP	10,7
Bath and Shower	Palmolive (Colgate-Palmolive Co)	Colgate-Palmolive Unipessoal Lda	Retail Value RSP	8,0
Bath and Shower	Nivea (Beiersdorf AG)	Beiersdorf Portuguesa Lda	Retail Value RSP	7,7
Bath and Shower	Johnson's (Johnson & Johnson Inc)	Johnson & Johnson Lda	Retail Value RSP	4,1
Bath and Shower	Axe (Unilever Group)	Unilever Jerónimo Martins Lda	Retail Value RSP	1,0
Bath and Shower	Nivea Men (Beiersdorf AG)	Beiersdorf Portuguesa Lda	Retail Value RSP	0,4
Bath and Shower	Dove Men + Care (Unilever Group)	Unilever Jerónimo Martins Lda	Retail Value RSP	0,2
Bath and Shower	Other Private Label (Private Label)	Other Private Label	Retail Value RSP	17,3

Appendix 7: Sales of Deodorants in Portugal (Retail Value RSP)

Sales of Deodorants in Portugal

Retail Value RSP - EUR million - Current - 2003-2022

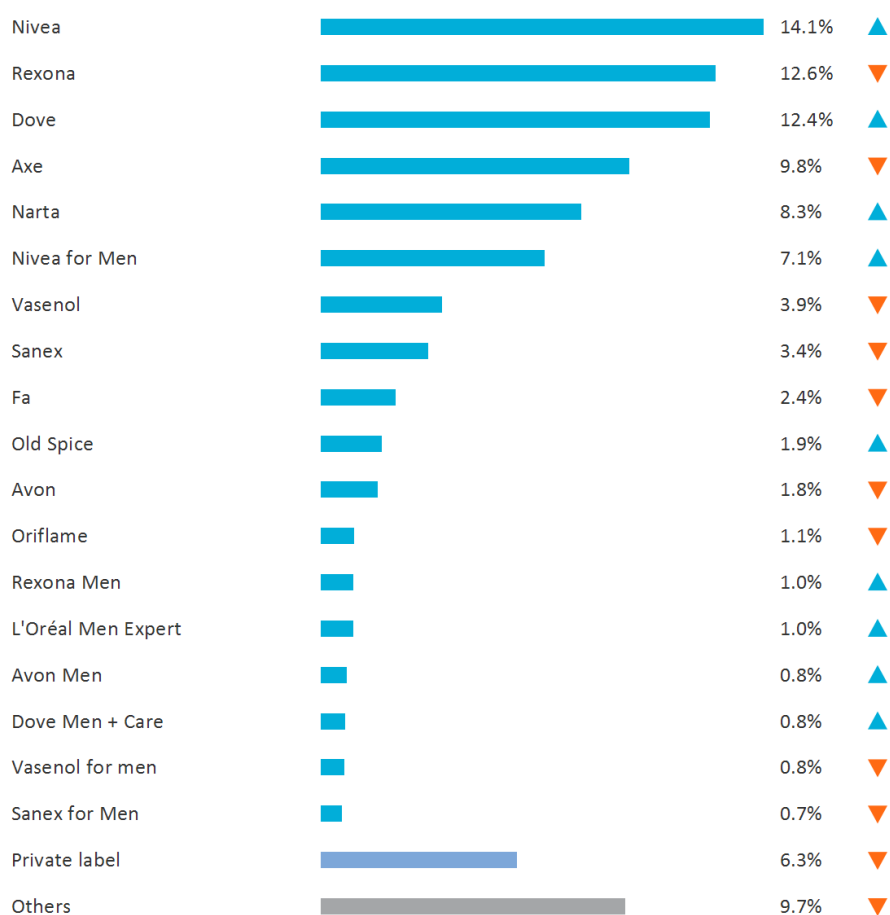
75



Appendix 8: Brand Shares of Deodorants in Portugal (Retail Value RSP)

Brand Shares of Deodorants in Portugal

% Share (LBN) - Retail Value RSP - 2017



▲ Increasing share ▼ Decreasing share — No change

Appendix 9: Brand Positioning according to Keller

The brand positioning refers to what makes the brand different from its competitors and appealing to the consumers.

As it is understandable, consumers may have different perceptions and preferences about the same brand and, thus, it is extremely important to identify the target consumer. A market constitutes a set of all actual and potential buyers who have sufficient interest in, income for, and access to a product. Before targeting a market, it is necessary to define and segment the market itself, by dividing the market into distinct groups of homogeneous consumers who have similar needs and consumer behaviour (Keller, 2012).

According to Keller, segmentation bases can be classified as customer-oriented, which refers to what kind of person is the customer (demographic, geographic, psychographic segmentation, etc) or as behavioural oriented segmentation, which is related to how the customer thinks of or uses the product (usage rate, purchasing condition, benefits sought, etc). Behavioural segmentation is, as Keller affirms, “often most valuable in understanding branding issues because they have clearer strategic implications” (Keller, 2012).

While defining the nature of competition, it is important to consider the competitors who target the same segments of consumer and the ones who compete in the same distribution channels, but is also crucial to ascertain if consumers in these segments consider those competitors for their purchase options. (Keller, 2012).

Once defined the target market and the nature of competition, the basis of the positioning itself may be defined, by establishing the points of difference and points of parity: Points of difference are strong, favourable and unique associations for a brand. In other words, PODs are attributes or benefits that consumers strongly associate with a brand, positively evaluate, and believe they could not find to the same with a competitive brand; Points of parity, on the other hand, refer to attributes or associations that are not unique to the brand but may be

shared by other brands. In other words, they represent necessary, but not sufficient, conditions for choosing the brand (Keller, 2012).

Appendix 10: Price List of Dove Men+Care and Nivea Men products in Continente

Dove Men+Care Products Price List - November/18	
Product Name	Price
Roll-on Mineral&Sage	3,69€
Roll-on Clean Comfort	3,19€
Roll-on Extra Fresh	3,19€
Roll-on Cool Fresh	3,69€
Roll-on Invisible Dry	3,69€
Spray Mineral&Sage	3,99€
Spray Clean Comfort	3,29€
Spray Extra Fresh	3,29€
Spray Cool Fresh	3,99€
Spray Invisible Dry	3,99€
S.Gel Hydration Balance 400 ml	3,99€
S.Gel Clean Comfort 400 ml	3,99€
S.Gel Extra Fresh 400 ml	3,99€
S.Gel Cool Fresh 400 ml	3,99€
S.Foam Clean Comfort 200 ml	4,99€
S.Foam Extra Fresh 200 ml	4,99€

Nivea Men Products Price List - November/18	
Product Name	Price
Roll-on Sensitive	3,69€
Roll-on Stress Protect	3,69€
Roll-on Dry Fresh	3,59€
Roll-on B&W Active	3,69€
Roll-on Protect&Care	3,59€
Spray B&W	1,69€
Spray Stress Protect	3,69€
Spray Dry Fresh	3,59€
Spray B&W Active	3,69€
Spray Protect&Care	3,59€
S.Gel Cool Kick 250 ml	2,99€
S.Gel Sport 250 ml	2,99€
S.Gel Active Clean 500ml	4,99€
S.Gel Energy 500ml	6,19€
S.Gel Protect&Care 500ml	4,99€

Appendix 11: Observation Grid



OBSERVATION GRID

Observation nº _____
Date _____

Store _____

1. Customer Information

Gender		Age (approx.)					Alone / Group	
F	M	18-25	26-35	36-50	51-65	>65	Alone	With...

2. Approach to Categories

Approach to Deodorants Category

Approach			Evaluation Criteria (Rank)				Decision Time (minutes)
Product	Brand	Assortment	Promo Price	Fragrance	Labelling (front)	Labelling (back)	

Approach to Shower Products Category

Approach			Evaluation Criteria (Rank)				Decision Time (minutes)
Product	Brand	Assortment	Promo Price	Fragrance	Labelling (front)	Labelling (back)	

3. Purchasing Decision

Purchase of Deodorant

Purchase		Name		Type			Purchase Information		
Yes	No	Brand	Product	Spray	Roll on	Stick	Price	Quant	Promo

Purchase of Shower Product

Purchase		Name		Type		Purchase Information		
Yes	No	Brand	Product	Shower Foam	Shower Gel	Price	Quant	Promo

4. Additional Information:

Physical Characteristics (Style, Cares with Appearance, etc.)

Behavioural Observations (Mood, In a Hurry/Quiet, Relevant behaviours, etc.)

Appendix 12: Pre-recruiting questionnaire

This questionnaire is part of a research project from NOVA School of Business and Economics and aims to select respondents for a further step of the research - in-depth interviews. Your identity and all of the responses given will remain anonymized.

FILTER 1: Do you live in Portugal for at least five years?

→ If NO, do not proceed to interview

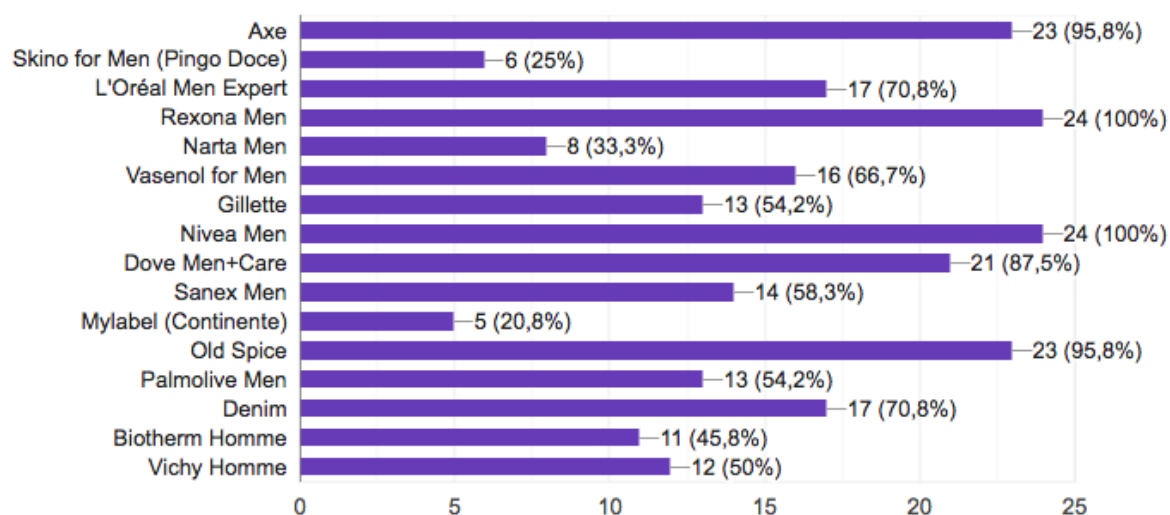
FILTER 2: From the following list of male deodorants and shower products (show line of products offered by each brand), please select the ones you know at least by the name:

→ If hasn't selected at least one Dove Men+Care product, do not proceed to interview

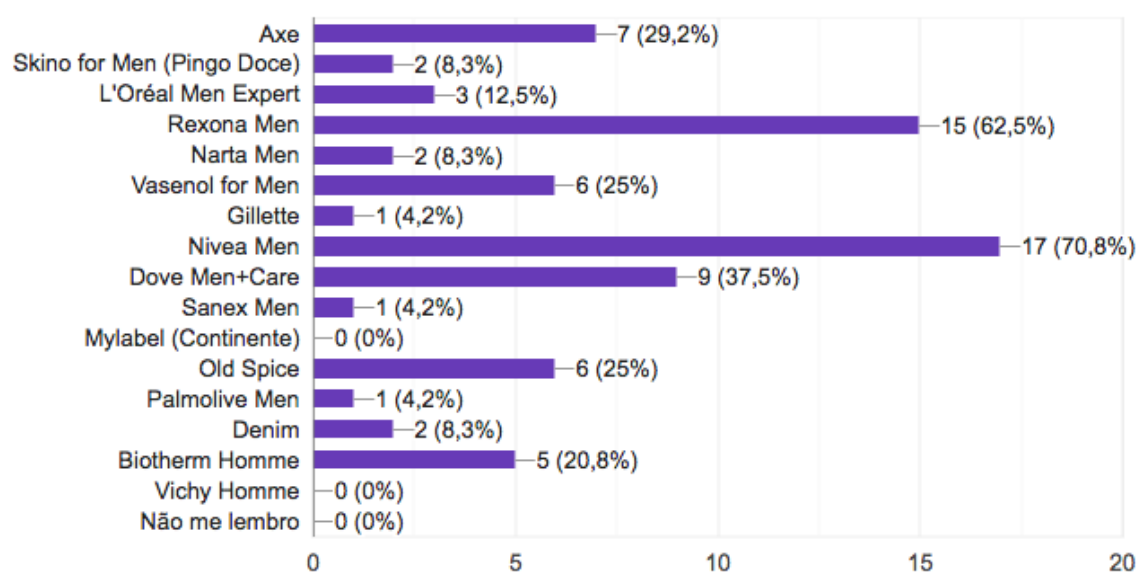
FILTER 3: From the following list of male deodorants and shower products (show line of products offered by each brand), please select the ones you bought for yourself in the modern market, at least once in the last 6 months:

→ If none, do not proceed to interview

Appendix 13: Pre-Recruiting Questionnaire - Brand Recognition of each Brand



Appendix 14: Pre-Recruiting Questionnaire - Number of Purchases by Brand



Appendix 15: Interview Guide

Introduction

Hello. First of all, thank you for making yourself available to contribute to my final work project from NOVA School of Business and Economics. Before we start, I would like to ask if it is possible to record the interview for research purposes. I may say that the whole interview will remain confidential and your name will always remain anonymous.

The purpose of this interview is to study the behaviours, expectations and the experiences of the consumers in the men's grooming market in Portugal. Furthermore, there will also be explored the brand image and the perceptions of the various brands present in both the deodorants' and shower gel's categories.

This interview will last approximately 45 to 60 minutes and it will be semi-structured, meaning that I will firstly ask you some initial questions and you are free to say whatever comes to your mind on the subject. I will approach some topics regarding both your purchase behaviour as well as your experience with the products, perceptions and preferences regarding the categories I have mentioned.

Do you have any question before we proceed to the interview?

Initial Question

The last time you bought a deodorant or a shower product for yourself in a hypermarket or supermarket in Portugal, can you tell me which brand did you buy and why?

Topics

Purchase Behaviour

Main purchase drivers:

- Price?
- Packaging?
- Brand?
- Smell?
- Type of deodorant or of shower product?
- Influencers?

Category Perception

Main attributes when buying the categories

Importance of Smell

Importance of Effectiveness

Feeling associated with the products

Importance of vibe of masculinity

Brand Perception of Dove Men+Care

Experience

Expectations

Feeling associated

Satisfaction

[If uses another brand, ask the same about that specific brand]

Projective Technique

I will now use a technique in order to understand better your perceptions regarding the brands we have discussed.

Let's imagine...If Dove Men+Care was a person, what kind of person would it be? Describe that person's style, personality and whatever you feel it is important to associate with that person.

If person knows/buys/uses another brand besides Dove Men+Care, repeat the same exercise with that specific brand.

Advertisement

To finish, I will now show you different advertisements of deodorants:

Show Dove Men+Care ad (<https://www.youtube.com/watch?v=2OMLYnANbLk>)

Ask if they have seen it before

Perception of advertisement

Elements/insights/ideas associated with it

Show Nivea Men ad (<https://www.youtube.com/watch?v=SUKs211t3eg>)

Perception of advertisement

Elements/insights/ideas associated with it

Show Rexona Men ad (<https://www.youtube.com/watch?v=XvOTBTs4kgo>)

Perception of advertisement

Elements/insights/ideas associated with it

Comparing the 3 ads, tell me which one you identify with yourself the most. Why?

Which one motivates you more to buy/use it? Why does it attract you?

Which one gives you the impression of being the most effective?

Personal Information

Gender:

Age:

Occupation:

Level of Education:

The interview is now over. Thank you for your time and availability.

Appendix 16: Dove Men+Care video advertisement, 2015, Portugal



Source: YouTube <https://www.youtube.com/watch?v=2OMLYnANbLk>

Appendix 17: Nivea Men video advertisement, 2015



Source: YouTube <https://www.youtube.com/watch?v=SUKs211t3eg>

Appendix 18: Rexona Men video advertisement, 2017, Philippines



Source: YouTube <https://www.youtube.com/watch?v=XvOTBTs4kgo>